Manitoba

Annual Report 1988-89

Civil Service Commission

90-02923/

Minister of Labour

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

His Honour
The Honourable George Johnson
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I present herewith the 71st annual report of the Manitoba Civil Service Commission for the period March 26, 1988 to March 24, 1989.

Respectfully submitted

G R Hammond

Gerrie Hammond
Minister Responsible for
The Civil Service Act

Manitoba

Civil Service Commission

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Madam

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the minister responsible for administration of The Civil Service Act, the 71st Annual Report of the Manitoba Civil Service Commission.

This report covers the period March 26, 1988 to March 24, 1989 and includes a review of the Commission's activities for that period.

Respectfully submitted

James W. Hartry
Chairperson

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Introduction

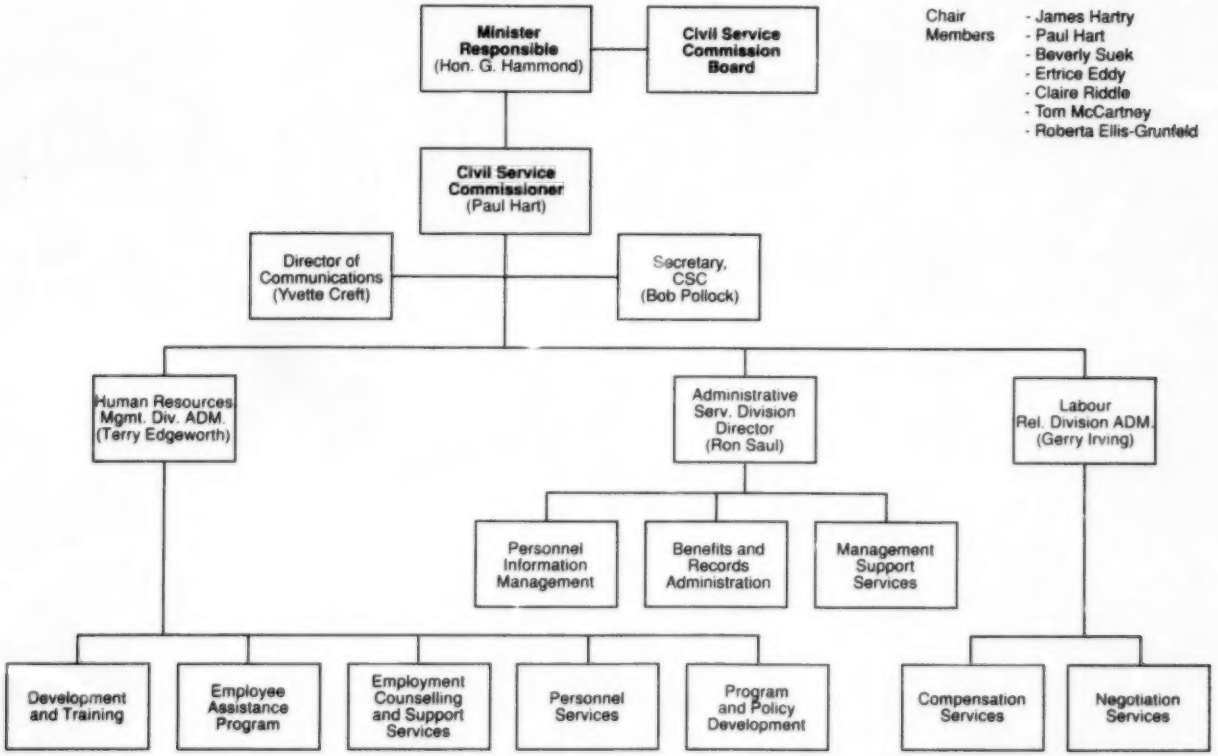
The Civil Service Act provides for the management, direction and administration of personnel matters within the government service through the combination of a Civil Service Commission Board of seven members and a department reporting through a deputy head to the Minister Responsible for The Civil Service Act.

Programs and policies respecting human resource management for the civil service are developed under the provisions of The Civil Service Act and government policy direction and are implemented under the authority of the Civil Service Commission or the Lieutenant-Governor-in-Council as provided under The Civil Service Act.

A full-time Commissioner, who is a civil servant, is deputy head of the department of the Civil Service Commission. A citizen member is designated as chairperson of the Civil Service Commission Board. The Commission Board applies and carries out those provisions of the Act for which it is responsible including delegating authority to staff of the Civil Service Commission. Through the deputy head, the Board ensures that policies and programs for which it is responsible are administered in accordance with the provisions of the Act.

One member of the Commission Board has been designated as Pay Equity Commissioner, responsible for implementation of pay equity in the civil service.

Organization Chart — Civil Service Commission



Civil Service Commission Board

The Civil Service Commission Board is constituted under Section 4(1) of The Civil Service Act and consists of not less than three nor more than seven members appointed by the Lieutenant-Governor-in-Council (the Cabinet). One member is designated chairperson. Three members constitute a quorum for any transaction of the Commission.

During 1988/89, James W. Hartry who has been a Board member since 1981 was appointed chairperson. In addition, three new members were appointed to the Board, bringing it to a full complement of seven members. The new appointments are indicative of the government's commitment to creating a civil service that is equitable and more accurately reflects the diversity of the province.

The Board's current composition includes a citizen member as chairperson, a full-time Civil Service Commissioner as member and deputy head of the department of the Civil Service Commission, a full-time member designated as pay equity commissioner, and four citizen members.

The Board

James W. Hartry, Chairperson
(Effective August 1988)
Paul Hart, Civil Service Commissioner
Roberta Ellis-Grunfeld, Pay Equity Commissioner
Beverly Suek, Citizen Member
Ertrice Eddy, Citizen Member (Appt'd. Aug.88)
Claire Riddle, Citizen Member (Appt'd. Aug.88)
Tom McCartney, Citizen Member (Appt'd. Aug.88)

A full time secretary, who is not a member of the Civil Service Commission Board, provides functional guidance and staff support for all the Board's activities. The secretary also manages the Commission's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

Administration of The Civil Service Act

The Civil Service Commission Board applies and carries out those provisions of The Civil Service Act for which it is responsible. They include:

- delegating authority to staff of the Commission and departments to administer provisions of The Civil Service Act.
- advising the Minister responsible on the status of personnel administration in government.
- ensuring, through the deputy head, that the policies and programs for which it is responsible are administered in accordance with the provisions of The Civil Service Act.

The Commission carries out its functions and responsibilities through the staff organization outlined in this report.

The Commission may make recommendations to the Minister responsible on personnel administration in government and submits an annual report to the Minister on the activities of the Commission and administration of The Civil Service Act for each fiscal year.

The Board, through its quasi-judicial function, also hears appeals under the provisions of The Civil Service Act, regulations, and collective agreements. This includes:

- all appeals from employees excluded from the terms of any collective agreement,
- appeals regarding selection, classification, and conflict of interest.

The Board also conducts review hearings of management-originated classification requests and may hear disputes regarding reviews of any appointment under delegated recruitment and staffing authority.

Commission Board activities 1988/89

As outlined below, the Board held 41 meetings during 1988/89 compared to 28 in the previous year. Appeals initiated and heard also increased significantly.

	1986/87	1987/88	1988/89
Number of meetings	30	28	41
Number of appeals initiated	43	44	70
Number of appeals heard	18	18	38

The Board continued to develop and refine its appeal procedures. During the year, staff of the Civil Service Commission and the Manitoba Government Employees' Association held discussions to identify areas where the appeal process can be modified or improved. The Commission was particularly concerned with clarifying the basis and grounds for appeals, improved information-sharing between the parties and the benefits of submitting an agreed statement of facts.

The Commission Board also reviewed its role in relation to Civil Service Commission staff. As a result, the Board increased delegation to Commission staff in a number of administrative areas.

The Board maintains an overview of Commission staff activities through regular reports and the monitoring of appeals. It continues to scrutinize delegated recruitment and staffing authority through regular staffing audit reports which provide information on all competitions as well as on departments' affirmative action activities, and the attainment of objectives set out in the respective action plans.

The secretary, as a member of the Commission's executive committee, provides consultation to the Commission Board and departmental executive on policy, procedural, legal, program and jurisdictional matters, and supports the prioritization, development, and monitoring of policy development under the provisions of The Civil Service Act.

During 1988/1989, the secretary reviewed the functions and activities of the Civil Service Commission Board and provided orientation and training for members, particularly with respect to the quasi-judicial functions.

Review of Board's administrative functions will continue in the coming year. A major objective is to identify further areas that may be delegated to Civil Service Commission staff for administration. In addition, the Secretary has undertaken to examine and consolidate prior decisions and interpretations for the use of appeal boards and parties before the Civil Service Commission.

The activities of the Commission Board and statistics related to the activities of the Commission Board are outlined in the appropriate sections of this report.

Civil Service Commission Board activities 1988/89

Meetings	41
Appeals Received	70
Appeals Pending from 1987/88	17
Appeals Withdrawn	27
Appeals Heard	38
Appeals Granted	7
Appeals Granted Other than Requested	2
Appeals Denied	29
Appeals Pending to 1989/90	22

Appeals by type

	Initiated	Pending from 1987/88	Not Accepted	Withdrawn	Granted	Granted Other	Denied	Pending to 1989/90
Classification	28	9		10	1	2	16	8
Selection	39	7		17	6		11	12
Classification Dispute	—	—	—	—	—	—	—	—
Conflict of Interest	—	1	—	—	—	1	—	—
Benefits Administration	3	—	—	—	—	—	1	2
Dismissal	—	—	—	—	—	—	—	—
Other	—	—	—	—	—	—	—	—
Total	**70**	**17**		**27**	**7**	**2**	**29**	**22**

Personnel Policy Administration

Educational Leave	5
Special Merit Increment	6
Additional Remuneration	10
Indefinite Suspension	—
Extension of Sick Leave	—
Compulsory Medical Retirement	—
Salary Adjustment	1
Over-Range Pay Determination	22
Establishment of Probationary Period	—
Leave of Absence	—

Reviews directed

Equivalency Mechanisms
— Community College Instructor Series

Over-Range Pay Determination Policy

Delegation of recruitment and selection to departments

Department	Initial delegation	Extension of delegation
Labour	April 1/80	to Sept. 1/89
Municipal Affairs	March 1/80	to March 1/91
Agriculture	March 1/80	to March 1/90
Community Services	April 1/80	to Sept. 1/89
Northern Affairs	April 1/80	to Dec. 1/90
Education	May 1/80	to April 1/90
Health	May 1/80	to May 1/89
M.H.S.C.	July 1/80	to July 1/90
Government Services	Oct. 1/81	to Feb. 1/91
Finance	Nov. 1/82	to Nov. 1/89
Attorney-General	May 1/83	to May 1/90
Energy & Mines	May 1/83	to June 1/89
Employment Services & Economic Security	Sept.1/84	to April 1/90
Highways & Transportation	Jan. 1/85	to Jan. 1/91
Co-operative, Consumer & Corporate Affairs	April 1/86	to April 1/91
Natural Resources	April 1/86	to April 1/89
Housing	April 1/86	to April 1/89
Environment, Workplace Safety & Health	Jan. 1/87	to Jan. 1/90
Manitoba Lotteries Foundation	Sept. 1/88	
Culture, Heritage & Recreation	Jan. 1/89	

The Civil Service Commission - Role and Mission

The Civil Service Commission is an independent and impartial agency of government created under The Civil Service Act. The Commission ensures effective development and delivery of a comprehensive human resource management service consistent with the terms of The Civil Service Act, responsive to general government policy and supportive of departmental and/or broad organizational goals.

In accomplishing its mandate, the Commission places emphasis on adherence to the principle of merit and equity of treatment, support for affirmative action to ensure equal employment opportunity and the development of a co-operative approach to union-management relations. Emphasis on service is stressed in the provision of leadership to the personnel community in government along with the recognition that human resource management is an essential component of management's general accountability.

Functional organization

The Civil Service Commission currently consists of an executive office (which performs managerial functions and provides services to the Civil Service Commission Board) and three operating divisions which deliver its programs and services.

Executive Office

The Executive Office provides policy direction, control and co-ordination of Civil Service Commission programs and advises the Civil Service Commission Board and the government on human resource/management issues. Executive Office staff direct the department's communication function and co-ordinate delivery of advisory and administrative servies to the Commission Board.

Director of Communications

- Develops and implements communication strategies for the programs and issues managed by the Civil Service Commission.
- Provides communication counsel and advice to Commission executive and management.

Secretary - Civil Service Commission

- Manages the quasi-judicial functions of the Civil Service Commission Board.
- Provides functional guidance and staff support to the Civil Service Commission Board.
- Acts as corporate secretary for the Civil Service Commission.

Human Resources Management Division

This Division is responsible for development and delivery of comprehensive human resource management programs and services to government departments and agencies through specialist branches listed below.

During 1988/89, responsibility for co-ordinating and monitoring implementation of the civil service affirmative action policy was placed with the assistant deputy minister of this division.

Program and Policy Development Branch

- Develops and communicates human resources management policies, programs and standards of practice to central agency staff and departmental management.
- Designs new program initiatives and develops revisions to the service-wide job classification system and specific cross-departmental series.
- Interprets policies, guidelines and standards.

Personnel Services Branch

- Ensures the on-going development, application and maintenance of service-wide systems of job evaluation and classification.
- Provides staffing services, policy interpretations, advisory/consulting services and other assistance to departments.
- Trains managers and personnel practitioners in staffing and classification activities.
- Monitors departmental activities to provide information for decisions at both the department and corporate levels.
- Collects information for service improvement, and ensures consistency with established policies and guidelines.

Development and Training Branch

- Develops and delivers training policies and programs to meet identified development and training needs of civil service employees.
- Provides leadership in addressing service-wide needs for management development, occupational performance, organizational development consulting and skills training.
- Provides support to departments in meeting their specific training needs.

Employment Counselling and Support Services Branch

- Provides a wide range of employment-related services to affirmative action target groups, as well as to current and potential civil service employees.
- Conducts outreach recruitment activities and uses a centralized applicant inventory data system to register and refer applicants to entry-level clerical, secretarial and a variety of temporary positions.

Employee Assistance Program

- This joint labour-management service assists individual employees who are experiencing personal, emotional and/or health related problems.

Labour Relations Division

This Division represents the government in union-management relations within the public service and provides specialist and consultative services to the Civil Service Commission and departments of government.

Negotiation Services Branch

- Provides a labour relations service to government departments, agencies and commissions.

  Acts as agent for the government in collective bargaining and grievance arbitration processes.
- Implements and administers collective agreements.

Compensation Services Branch

- Develops, recommends and interprets government compensation policies.
- Provides compensation and benefits research, and liaises with other public and private sector organizations.
- Serves as the government's consultative body on matters concerning pension plans, group insurance and employee benefits policies and programs.

Administrative Services Division

The Administrative Services Division provides information and operational support services to the government personnel community, employees and the general public and delivers administrative services to Commission staff.

Personnel Information Management Branch

- Plans, develops and supports human resource information systems for the government personnel function.
- Provides information support services to the Civil Service Commission.
- Provides operational support services for the department's office automation program.

Benefits and Records Administration Branch

- Develops and administers personnel records policies and systems.
- Administers employee benefit and insurance programs for the Manitoba civil service.

Management Support Services Branch

- Provides administrative and management services to Commission managers and their staff.

Civil Service Commission
Major Objectives - 1988/89

- To implement a workforce adjustment strategy for effective redeployment of human resources within the Manitoba civil service.
- To implement improvements and updates to the Manitoba Employee Information System (MEIS) as indicated in the technology systems plan.
- To conduct approximately 800 classification reviews.
- To expand use of staffing audits to monitor departments' progress on affirmative action implementation.
- To implement a training plan for employees who work outside Winnipeg.
- To increase the number of training programs dealing with cultural awareness and job accommodation for persons with disabilities.
- To begin implementation of an executive development program.
- To develop personnel records guidelines to meet Freedom of Information requirements.

Statistical and Program Highlights — 1988/89

Staffing

- Total civil service workforce - 18,092 in March 1989, compared to 18,400 in March 1988.
- Number of competitions declined to 730 during 1988/89 from 836 in 1987/88.
- Number of job applications totalled 19,261 for an average of 26 applicants per competition, compared to 23,666 for an average of 28 per competition in 1987/88.
- Total number of appointments declined to 1,037 from 1166 in 1987/88.
- Women in senior management totalled 51 or 15.32 percent compared to 52 or 15.25 percent in March 1988.
- Women received 61 percent of all promotions.

Appeals

- Number of selection appeals increased to 70 in 1988/89 from 44 in 1987/88.
- Number of appeals proceeding to a full hearing increased to 38 from 18.

Workforce adjustment

- Total staff years reduced by 210.12 including approximately 130 vacancies. 81 employees affected. 50 employees were placed in alternative employment. Eight resigned. Sixteen have been placed on the priority staffing list. Seven remain on the availability list.

Affirmative action

- The new administration confirmed its commitment to affirmative action in the Manitoba civil service.
- Responsibility for coordinating and monitoring implementation of the affirmative action policy was moved up to the Commission's assistant deputy minister of human resource management.
- The use of staffing audits to monitor departments' progress on affirmative action increased.
- At the end of March, 1989, representation of affirmative action target groups in the civil service stood as follows: Women 47.35 percent, Natives 4.25 percent, persons with disabilities 2.28 percent, visible minorities 2.53 percent.

Initiatives in support of Decade of Disabled

- Infrared loop system to amplify sound for hearing impaired installed in the Employment Counselling and Support Services Branch. This service is available for other departments' use.
- In conjunction with the Department of Government Services, developed new policy on technical aids.

Development and training

- Completed automation of course registration system to improve service and reporting requirements.
- Launched executive development strategy with training courses on "Program and service effectiveness".
- Introduced three new intercultural training programs to support affirmative action implementation.

Regional programs, services

- Training programs offered in regions outside Winnipeg doubled to 50 in 1988/89.
- The Employee Assistance Program (EAP) expanded its services to regions outside of Winnipeg. Counsellors routinely travel to Brandon, Dauphin, The Pas and Thompson to ensure program accessibility in those areas.

Collective agreements

- Three-year agreements signed with the Manitoba Medical Association representing government employed physicians and the Manitoba Association of Crown Attorneys (MACA) representing Crown attorneys of the Attorney-General's department.

Benefits

- Ambulance & Hospital Semi-Private plan implemented January 1, 1989, as required in the 1987-90 Government Employees' Master Agreement.

Communications

During the year communication staff conducted a survey of workplace safety and health committees throughout government to determine the effectiveness of the civil service smoking policy after the first year of implementation. The resulting data were shared with the Manitoba Government Employees' Association.

Focus group discussions on affirmative action were held with representatives of target groups both from within the civil service and from the external communities to determine target group members' awareness, understanding, perceptions, expectations and needs. Specific objectives were as follows:

- To find out where and how target group members got information about government programs generally and the affirmative action program specifically.
- To learn what target group members knew about affirmative action, what they want to know and their preferred information source.
- To solicit perceptions of the program and how it could be improved.

As a result of this survey, emphasis is being placed on more consistent sharing of information with target group communities and increased use of ethnic and special interest media.

Communication staff also completed an affirmative action resource manual for use of departmental affirmative action co-ordinators, managers and staff involved in implementing affirmative action in government.

Printed materials were developed in support of the Career Pathing Inventory and a revised policy on sexual harassment. In addition, five issues of the employee newspaper Inside/Outlook were produced.

A communications task team which included the communication director addressed internal communications concerns. The team made a number of recommendations to enhance communication effectiveness in the Commission. As a result an internal employee newsletter was introduced and a one-day workshop was held in February. This workshop provided an opportunity for employee participation on issues facing the Commission.

Human Resources Management Division

This Division is responsible for the development and delivery of human resource management programs and services to government departments through specialist branches. The Division also provides resources and programs in support of the government's affirmative action policy.

Affirmative action

During the year responsibility for co-ordinating and monitoring implementation of the government's affirmative action policy was placed with the assistant deputy minister, human resource management, who is also directly responsible for the Commission's staffing, training and development and career counselling functions. This re-allocation of responsibilities will assist in the full integration of affirmative action planning into departments' human resource management functions.

During the year, the Division requested departments to submit an update of their annual plans including numerical targets extending to one, three and five year goals. In addition, the Division requires semi-annual progress reports on objectives and numerical targets.

The Commission also stepped up its monitoring functions and is using staffing audits to review departments' progress towards affirmative action goals. If an audit reveals a lack of progress which cannot be reasonably justified, delegated staffing authoring may be withdrawn from the department.

To assist in increasing the applicant base from the target groups, job bulletins and advertising material have been amended to portray the province as an affirmative action employer.

Affirmative action is now to be considered a factor in appointments to all temporary and term positions. To facilitate this process, departments are required to increase emphasis on outreach recruitment activities and use of the Commission's Applicant Inventory System.

Program and Policy Development Branch

The Branch is responsible for the development and communication of human resource management policies, guidelines, and programs which are responsive to the policy direction of government; consistent with legislation and negotiated provisions of collective agreements; contribute to fair and equitable treatment of employees throughout the civil service; and assist departments to manage their human resources effectively.

Policy development

During 1988/89 Branch staff completed a review of the policy development process with standards and methodology designed and incorporated into a development model.

The Branch conducted a cross-government survey of human resource practitioners and managers to determine user needs and priorities for policy development projects. The responses form the basis for on-going plans to revise and update existing policies and practices and create added materials for the Personnel Policies and Procedures Manual.

During the year, the Branch finalized and approved for circulation, materials in several areas including policies on contract employment, consolidation and clarification of leave of absence guidelines, and guidelines on the application of the Freedom of Information Act to human resource records. Branch staff continued to consult with departmental and central agency staff on the development and administration of policies.

Job classification evaluation

Branch staff designed a model which has been implemented as the standard process for assessing the need for a classification series review. The process incorporates a central review of the series, and consideration of its impact on the overall classification plan and on compensation and collective bargaining objectives.

The Branch is considering further revisions to the system to make it more responsive to broad user needs and more reflective of current trends.

Workforce adjustment

The Branch provided services in support of the operational plan for workforce adjustment through coordination of the redeployment inventory, consultation and clarification of policies and placement options, and coordination of services to managers.

Employment statistics

Branch staff compile appointment, competition and general employment statistics on a monthly, quarterly and yearly basis. Comparative employment reports including statistical data on the affirmative action program are regularly provided to Executive Council, executive management across government, and departmental affirmative action committees.

Personnel Services Branch

This Branch is responsible for ensuring system-wide consistency in the application of policies, procedures and standards in the areas of staffing, job evaluation, and pay administration. Services provided include:

- organizational and staff complement analysis;
- the allocation and utilization of human resources;
- policy interpretation advice.

The Branch focuses on the delivery of consultative, supportive and service-oriented programs while recognizing the need to ensure adherence to government policies. Specific emphasis is placed on the provision of programs and services to enable managers to carry out their personnel management responsibilities.

Staffing

In 1988/89 a total of 730 competitions were held throughout the civil service. These competitions attracted 19,261 applications for an average of 26 applicants per competition. During the year competition data continued to be compiled on affirmative action target groups through voluntary declarations by candidates. Frequent and extensive analysis of this data is now an integral aspect of the staffing audit.

The practice of authorizing departments to exercise recruitment and selection authority continued under the staffing delegation program. Nine departments, whose agreements were due to expire during the year, received renewal for a further two-year period; one agreement was extended for a one year period; and one department received initial delegation. Branch staff, through the staffing audit program, ensured consistency in the application of staffing policies and procedures. The audits also afforded opportunity for consultation with departments, and for evaluation of staffing practices generally.

During 1988/89 the Branch continued to monitor and evaluate the experience of departments whose delegated staffing authority has been extended to include additional designated personnel, as well as administrators, and in some cases designated departmental managers.

The Branch was also responsible for redeploying civil servants whose positions were deleted through the 1988/89 budget exercise and departmental reorganizations. Of the 81 employees who could not be redeployed within their own departments, 50 were placed in alternative employment, 16 have been placed on a priority staffing list while seven remain on an availability list. Eight employees resigned by March 31, 1989.

Selection Appeals

Selection appeals being registered with the Commission Board continue to show significant increase. However, less than a third proceeded to a full hearing. Generally, the filing of an appeal reflected the appellant's challenge of the validity of reasons for non-selection or the process itself and occasionally of the selection criteria established. Guidelines, previously established for providing reasons why a candidate was not selected have been used by departments in responding to candidates and are proving effective.

The Branch also carried out its own audit of all selection decisions for which an appeal was registered. The objective of the audit was two-fold: to review the competition process and appointments made under delegated staffing authority ensuring that they complied with civil service policies and practices and application of the merit principle; and to provide to the appellant any relevant supplementary information not provided by the department. The Branch may make administrative review recommendations to the Com audits revealed that departments had in the main, carried out their responsibilities in the selection process, in one case the Branch recommended that a decision be overturned and the competition be held again.

In addition to investigations of the selection process arising from appeals, Branch staff conduct examinations in response to numerous staffing inquiries from the public, employees or employee groups. These inquiries focus primarily on the application of the principle of merit in selection; the application of affirmative action in selection, and equity of treatment in the selection process.

Classification

The Branch continued to administer the classification system and to evaluate and classify positions in the civil service. For the fiscal year, a total of 1188 positions were submitted for review and processed accordingly. In addition, as a contributor to the development of the classification system, and often at the request of departmental management, the Branch conducts assessments to determine whether department-specific classification series require review and/or amendment and, if so, carries out those reviews.

The Branch experienced an increase in the number of classification appeals to 28 from 8 in the previous year. The Branch continued to defend its assessments at classification appeals before the Civil Service Commission Board.

Branch staff are continuing to provide input to the Program and Policy Development Branch in the process of eliminating systemic barriers from classification series.

The Branch also continued to provide services to departments in job evaluation, classification, organizational reviews and job design. At the request of departmental management, Treasury Board, external or Crown agencies, the Branch participated in a number of organizational reviews and provided advice and classification assessments.

During the fiscal year, the Branch piloted a Classification Audit Program, whereby positions in departments that had not been reviewed for some time were targeted for a classification assessment. Positions were selected through random sample, and represented a variety of classifications and levels in all departments.

At Treasury Board's request, the Branch reviewed the classifications of a number of senior officer positions and continued to monitor and report to Treasury Board on senior officer classifications.

Training Programs

The Branch, in support of its commitment to the development and maintenance of staffing and classification programs, offers training and/or workshops to both departmental managers and members of the personnel community.

In cooperation with departmental personnel staff, the Branch continued to offer recruitment and selection workshops for line managers to enhance their effectiveness in the staffing process. The workshops serve as a forum to update managers on current issues which affect staffing. During 1988/1989 they emphasized the role of affirmative action in selection and offered strategies for incorporating affirmative action principles into each phase of the process.

In the coming year, the Branch will again be offering a workshop on job description writing. Departmental personnel practitioners also received advanced training in job evaluation and classification through temporary developmental assignments in the Branch.

Career Development Program

During 1988/89, the Branch continued to co-administer the Career Development Program for affirmative action target group members, focusing on assessing development needs, identifying work assignments and strategizing job placement for trainees upon completion of the program.

The current group of six management trainees were drawn from the clerical component and are funded through the M.G.E.A's allocation of Manitoba Jobs Fund monies. Each trainee has completed a number of work experiences both in central agencies (including the Personnel Services Branch) and in line departments in accordance with a specific plan established for their development.

The current program ends in May, 1989. A number of the trainees have already accepted or identified new permanent positions.

Affirmative Action

This year the Branch became involved in analyzing and reviewing new and/or revised departmental affirmative action plans. As part of the staffing audit, the Branch continues to monitor and advise the Civil Service Commission Board and staff on department's affirmative action measures related to staffing, and the extent to which targets were met.

Career Pathing Inventory

During 1988/89, the Civil Service Commission introduced a Career Pathing Inventory to assist clerical staff in obtaining work experience for career development. In this affirmative action initiative, the Personnel Services Branch is proceeding jointly with the Development and Training Branch. This latter Branch is offering a series of specially designed workshops to help employees prepare for the Career Pathing Inventory.

The Personnel Services Branch has established an inventory system for capturing the skills, experience and developmental needs of "graduates" of the training, matching them with developmental opportunities in departments as they become available.

Development and Training Branch

The purpose of the Development and Training Branch is to increase individual and organizational effectiveness by providing policies, programs and services to meet development needs within the civil service and to enhance the understanding, acceptance and application of government policy. The Branch accomplishes its mission by assuming a leadership role in addressing corporate education needs and assisting departments in meeting their respective training and organizational development needs.

During 1988/89 the Branch delivered programs and services in support of affirmative action, performance management, executive development and general skill development. Approximately 238 courses were delivered covering 64 subject areas. Approximately 60 percent of these were offered in response to department specific requests for services of the Branch. The remaining courses were attended by employees representing departments at all levels. The following describes the specific outcomes of Branch programs and services.

Needs Analysis and Evaluation

In 1988/89 the Branch implemented two government-wide training needs analysis. Staff conducted a regional training needs analysis to identify priority training for employees living and working in the regions outside of Winnipeg. Approximately 500 employees were surveyed. The results of the survey have been used to plan and improve services to those areas. In 1988/89 the number of training programs offered to regions outside Winnipeg doubled to 50.

The Branch also completed a survey to identify training needs related to workplace safety and health.

Consistent with an overall Branch evaluation strategy, staff applied a newly designed system to three training programs to measure the effectiveness of learning transfer from the classroom to the job. The evaluation strategy will be implemented over the next three (3) years and will cover all training programs and subject areas.

New training programs

The Branch introduced several new programs during 1988/89. They include:

- Figuring the Work Stress Puzzle

  Designed for managers, this program aims to address the issue of managing organizational stress.

- Intercultural Communications

  Introduced in support of affirmative action, this program was designed to assist government employees communicate more effectively within a culturally diverse environment. Improved service to the public was central to the design of this program.

- Instructing Across Cultures

  This program was designed to assist government trainers to understand the concepts of multiculturalism and to develop culturally appropriate classroom skills.

- Managing Diversity

  The purpose of the course is to increase participants' awareness and ability to manage a culturally diverse workforce.

- Trainer Development Workshop

  This workshop provides participants with basic skills in course design and delivery techniques.

- Making Effective Presentations (revised program)

  This workshop provides skills in developing and giving effective presentations.

Training for affirmative action

Consistent with its goal of assisting managers to implement affirmative action in the civil service, the Branch offered 13 courses in direct support of the government's affirmative action policy. Overall 900 participants attended affirmative action training.

The Branch also sponsored several special training events, including presentations on:

- The Role of the CEO in Affirmative Action
- The Role of the Senior Executive in Planning and Implementing Affirmative Action, and
- Employment Equity in the 90's - What's Ahead?

A specialist in the field of intercultural management presented workshops on:

- Organizational Culture, Ethnicity and Change, and
- Managing in an Intercultural Environment

These special training events were attended by senior managers, senior professional staff and employees responsible for the implementation of affirmative action.

Organizational development consulting

The Branch assisted several departments with a broad range of consulting services. These included custom-designed training tailored to department specific needs; the development of productivity improvement and communication plans; team development interventions, design of department - specific performance management systems and organizational structure designs for departments. In all, Branch staff undertook 25 consulting interventions.

Secondment program for course leaders

The Branch continued to identify and develop government employees from other departments and agencies to deliver training on behalf of the Civil Service Commission. Seconded trainers delivered 45% of the courses offered by the Branch.

Educational Leave and Assistance Policy

The Branch completed a review of the existing Educational Leave and Assistance policy and practices to determine its impact on staff development and to provide alternatives consistent with the affirmative action goals and corporate objectives of the Manitoba government. As a result, a revised educational leave and assistance policy has been recommended.

This revised policy incorporates changes to support corporate objectives for affirmative action and to deal specifically with retraining issues resulting from workforce adjustments.

Career Development Program

During 1988/89 the Branch participated in the day-to-day management of the Career Development Program which included coaching and counselling six (6) management trainees, negotiating with departments for work assignments during the training period, and assisting with the final placement of candidates. Two (2) candidates have successfully competed for positions at a professional level. A comprehensive evaluation of the Career Development Program was also undertaken and changes recommended for future programs.

Career Pathing Inventory

The Branch participated in a planning process to design and develop a Career Pathing Inventory as an affirmative action initiative. The Career Pathing Inventory provides an opportunity for target group members, who are in a career pathing process, to gain practical experience through short-term assignments within government. These assignments prepare candidates to compete for positions and help to accelerate movement along the career path. The Career Pathing Inventory is being piloted in Winnipeg and Brandon.

Executive Development Program

The Branch continued to implement an executive development strategy to provide senior managers with ways and means of identifying and developing executive talent and potential within the Manitoba government.

In conjunction with an executive task force, Branch staff developed an Executive Development Policy which has been approved by Cabinet. This policy declares the Manitoba Government's support for planned and meaningful development experiences to ensure executives' capabilities are fully utilized.

An Executive Skills Assessment Guide has been developed to provide senior managers with a self-assessment tool for identifying individual development needs and how these needs can be met.

The Branch also offered several executive training programs under the theme "Program and Service Effectiveness". They included:

- Program Evaluation Skills for Managers
- Designing and Implementing Organizational Structures and
- Strategic Planning in Government

As well, the Branch cost-shared with departments, registration for the TimeText Program and Planning Guide for Senior Executives.

Performance management implementation guide

As an initiative in support of the government performance management policy, Branch staff designed a Performance Management Implementation Guide - a "how to" handbook to assist managers manage the performance of others.

Automation of course registration

The Branch has automated its course registration in keeping with its goals to improve service. In addition to its report generation capabilities, the new system has decreased turnaround time in processing applications, and provides immediate information on applicant registration status.

Freedom of Information

In support of Freedom of Information legislation and at the request of Culture, Heritage & Recreation, the Branch undertook an analysis and presented a training strategy to support Freedom of Information.

Employment Counselling and Support Services

The Employment Counselling and Support Services Branch provides a wide range of services to assist affirmative action target group members (women, Natives, persons with physical disabilities, and visible minorities), as well as current and potential civil service employees who have employment-related concerns.

Branch staff provide:

- Educational and informational services to the public on job search techniques, self-marketing skills, job vacancies and career information with the provincial government.
- Registration and referral service for provincial government term positions.
- Intake, assessment, and employment counselling.

In 1988/89, staff provided individual counselling to 872 persons to address the various needs of the clientele served. 325 persons attended the resume and interview skills workshop.

Staff continued to liaise with agencies and organizations serving target group members to foster awareness of the Branch's services. The Branch also participated in two career symposiums and had informational displays at several conferences and events.

Through the use of the applicant inventory data system, Employment Counselling and Support Services assisted departments by referring applicants to 438 positions at a variety of classifications throughout government.

Employment Counselling and Support Services Branch

1988/89 Statistics

Presentations:

Outreach Agencies:	20
Government Departments:	13
TOTAL	**33**

Workshops:

	Sessions	Participants
Resume Writing:	19	169
Interviewing Techniques	19	156
TOTAL	**38**	**325**

Employment Counselling/Interviews:

	Target Group Members	Other	Sub-Total
Civil Servants:	80	20	100
General Public	543	229	772
TOTAL	**623**	**249**	**872**

Number of Entry Level Vacancies (Requests for Referrals):

Casual:	54
Term:	303
Regular:	40
TOTAL	**397**

Number of Vacancies Other Than Entry Level (Requests for Referrals): **41**

APPLICANT INVENTORY PROFILE

Total number of applicants registered	2,775
Total number of women	1,758
Total number of men	764
Total number of non-declared applicants	253
*Total number of disabled	104
*Total number of visible minorities	258
*Total number of natives	128

*Includes only those persons who have self-declared.

Employee Assistance Program

This union-management directed program provides assistance to civil servants and their family members who are experiencing problems which negatively affect their work or home life. The Employee Assistance Program (EAP) is based on the concept that unresolved problems are costly: to individual health, to family harmony, to employee morale and to job performance. The purpose of the program therefore, is to assess the nature of the problem(s) and either to provide the counselling required or make appropriate referrals to community resources that can help.

Employees use the program on a voluntary basis and typically request assistance to deal with job stress, marital/relationship conflict, parent/child conflict, emotional/psychological concerns (i.e., depression, grief, suicide etc.) financial and legal concerns and problems associated with the use of alcohol, illegal drugs and prescription medication.

1988/89 can be characterized as a year of continued growth and development for the Employee Assistance Program. Expansion of the program focused on increased accessibility and service effectiveness including the following: services to employees and family members, routine travel to regions furthest from Winnipeg, concentrated program input to staff from corrections facilities, critical incident intervention, mediation of employee conflicts, and a sexual harassment information line.

Services to families

While the actual number of employees using the program has stabilized at approximately 350 cases per year over the past two years, the number of additional family members counselled with employees has grown dramatically in 1988/89. An additional 90 family members (the spouse and/or children of the employee) were included in the counselling/problem resolution process this year. This number of people (440) represents the largest program counselling caseload to date.

Rural service

Over the past year EAP staff began providing services on location in those regions outside of Winnipeg. As a result, counsellors now travel on a regular basis to Brandon, Dauphin, The Pas, and Thompson to ensure services are accessible in those areas where travel to Winnipeg for appointments is impractical.

Services to Corrections

An employee from Corrections was seconded to the Employee Assistance Program to meet the special needs of Corrections staff and maintain regular contact with the various Corrections facilities. As part of this specialized service EAP staff provide debriefing and follow-up for employees traumatized by assaults, hostage-takings or inmate suicides. Although this service was initially geared towards responding to the needs of staff in prison environments, it has been applied to employees in other government departments who are faced with similar traumatic situations.

Response to workplace conflict

In situations of interpersonal conflict occurring among employees, the program now offers mediation as an available option. Employees may participate in this process voluntarily.

Sexual harassment information line

A sexual harassment information line has been established to provide information, support and counselling upon request to employees who have been sexually harassed in the workplace. This service will be widely advertised in the coming year to ensure that employees are aware of their rights in cases of harassment and are informed of the steps to be taken to stop the harassment.

Employee Assistance Program — 1988/89 Statistics

A.	**New Cases:**		350
	Males	129	
	Females	221	
	Additional Family Members Counselled		90
	Total Clients Served		**440**
B.	**Problem Categories:**		
	I. Job Stress		105
	II. Marital Problems		92
	III. Family Discord		45
	IV. Individual Problems		
	Alcohol		23
	Other Drugs		5
	Medical/Physical		14
	Depression		19
	Anxiety		16
	Other Medical Health		16
	Financial		15
	Legal		0
	TOTAL		**350**
C.	**Critical Incident Debriefings:**		**5**
	# of employees involved		110
D.	**Information Sessions**		**65**

Labour Relations Division

Negotiation Services Branch

The Negotiation Services Branch represents the government in all labour relations activities with its employees. These activities include the negotiation, implementation, administration and interpretation of collective agreements between the government and its various bargaining units. The Branch also provides, on request, consultative labour relations services to a number of Crown corporations, boards and agencies.

Professional agreements

During 1988-89 the Branch concluded negotiation of a number of collective agreements. Agreements were reached with the Manitoba Medical Association (MMA) representing government employed physicians and the Manitoba Association of Crown Attorneys (MACA) representing crown attorneys of the Attorney-General's Department. These three-year agreements provided for pay and benefit increases comparable to those negotiated with the Manitoba Government Employees' Association (MGEA) in 1987/88. At the end of 1988/89 negotiations continued with the Legal Aid Lawyers' Association.

Crown Corporations, Boards, Agencies and Commissions

The Branch also concluded negotiation of collective agreements, based on the civil service pattern, on behalf of Regional Housing Authorities (Brandon, Churchill, City of Winnipeg, Dauphin, Selkirk, The Pas and Winnipeg Regional).

Negotiations continued on behalf of Portage and Leaf Rapids Regional Housing Authorities at the end of 1988-89.

Other agreements which were reached in 1988-89 included Child and Family Service Agencies, Museum of Man and Nature, Human Resource Opportunity Centres, Alcoholism Foundation of Manitoba, Manitoba Friends of Schizophrenics, Main Street Project, Manitoba Agricultural Credit Corporation, Manitoba Crop Insurance Corporation, Venture Tours Manitoba Ltd. and the Manitoba Centennial Concert Hall.

At the end of 1988-89 bargaining was beginning on behalf of the Manitoba Lotteries Commission with the Manitoba Government Employees' Association representing casino and bingo workers.

Contract administration

The Branch is responsible for the administration of the collective agreements which it negotiates. This involves implementing the agreements and providing contract interpretations and administrative directives to departments and Crown corporations, boards and agencies. The Branch also provides consultative services to management regarding proposed actions which could affect individual employees of the bargaining unit and recommends the most effective manner in which such action should proceed.

The Branch conducts a variety of educational programs for management. The objective of the programs is to familiarize managers with their rights and obligations under the collective agreement and enable them to deliver government programs in the most efficient and effective manner.

In addition, the Branch is responsible for administration of the grievance-arbitration process. This involves assisting departments with resolving grievances during the grievance procedure and representing the government on any grievance referred to arbitration.

The Branch participates in a wide variety of labour-management consultative processes with various bargaining units. This includes working with labour-management committees on issues such as health and safety, smoking in the workplace and redeployment.

Compensation Services Branch

The Compensation Services Branch has two main functions: coordinating benefit policy development and implementation for the civil service; and researching and recommending compensation policies, providing research and analytical support for the collective bargaining process.

The Branch is responsible for recommending changes to major benefit programs (including public sector pension and group insurance plans) and for developing and implementing new benefit programs. The Branch represents the interests of the government as employer, on matters relating to pensions and group insurance for 30,000 members of the Civil Service Superannuation Fund. In addition, it represents the government and the Department of Education on pension matters for 18,000 teachers.

During 1988-89, the Deferred Salary Leave Plan was extended to include two further bargaining groups, professional engineers and Crown attorneys. The Ambulance, Hospital and Semi-Private Plan, which was negotiated as an employer paid benefit in the current agreement, was implemented January 1, 1989.

The Branch also assisted in the design and implementation of a new Home Care Employees Benefit Program.

Compensation Services Branch staff research, analyze and recommend compensation policies which directly affect employees' wages, benefits and working conditions. This work largely takes place in the collective bargaining context. Staff are involved in preparing research material for presentation in negotiations and arbitrations. The Branch plays a major role in the accurate and timely implementation of collective agreements. Information is exchanged with a number of local employers and employer organizations as well as with employer representatives from the federal and provincial governments.

The Branch develops and maintains a broad data base in support of compensation, salary, benefit and policy-related issues.

Administrative Services Division

This Division is responsible for the provision of information and operational support services to the government personnel community, employees and the general public. Central information policies and systems are developed and administered to allow government departments and agencies to assume more direct responsibility for personnel management and to enable the Commission to monitor personnel management practice on behalf of government. In addition to this external mandate, the Division provides central administrative and management services to Commission managers and their staff.

Personnel Information Management Branch

This Branch is responsible for providing systems analysis, programming and operational support for the development, maintenance, and operation of the Manitoba Employee Information System (M.E.I.S.). The M.E.I.S. is the government's main personnel system which retains and reports employee, position, staff year, and benefit information for government departments. The system provides management information to government departments and ensures the continued ability of the Commission to monitor and report on personnel management practices in government.

This Branch is also responsible for operational and technical support of the Commission's office automation network and related systems. The network is used for administrative systems, word processing, spreadsheets, and file management.

System Development and Maintenance

The Branch completed major revisions to the government personnel system's data bases (M.E.I.S.) during 1987/88 which increased the functionality of the system. The project also identified opportunities for improved system performance. During 1988/89 the Branch initiated a project to optimize the performance of the government personnel system with the re-write of many report programs and performance tuning of the new data base structure. This effort has resulted in significantly improved system efficiency.

System staff have completed the development and implementation of a computer system to automate the administration of the new Ambulance & Hospital Semi-Private (AHSP) benefit plan. The AHSP system interfaces with the government personnel system to determine employee eligibility, calculate monthly premiums and produce management reports.

The Branch successfully completed a pilot project of the on-line inquiry access to the government personnel system to four department personnel offices. This facility allows departments to view their employee, position and staff year information. It will be made available to all government departments starting April 1989.

In addition, Branch staff implemented a number of enhancements to the M.E.I.S. including:

- new affirmative action reports
- addition of job family to the classification tables
- major revision to the classification table structure
- establishment of a formal disaster recovery plan in cooperation with the Department of Finance and Manitoba Data Services.
- upgrade to the Dental Plan system

In support of Freedom of Information legislation, system staff completed records schedules of all of the government personnel system (M.E.I.S.) input documents, files and output reports.

Operations

This is a new responsibility for this Branch. It includes administration of competition records and operational support for the government personnel system (M.E.I.S.) and the local area network. These new functions were transferred to the Branch in November 1988. At that time the Branch established a department contact person to coordinate and communicate more effectively with government personnel offices on issues related to the operation of the M.E.I.S..

Operations staff processed over 72,000 personnel-related transactions to the government personnel system during 1988/89. In addition to the regular processing of personnel transactions, Branch staff coordinated the annual processing of the general pay increase, pay equity increase, fiscal year end changes, seniority service and pensionable service reporting.

Office Automation

The Commission has an efficient and effective office automation local area network which provides administrative support in the areas of word processing, spreadsheets and file management. The network currently supports four file servers and 52 work stations. The office automation network also provides a link to the mainframe computer at Manitoba Data Services. The following administrative systems operate on the network: Grievance Arbitration, Applicant Inventory, Long Term Disability and Course Registration.

Demand for network resources increased during 1988/89 with the addition of 14 workstations. To support the increased network size, the network software and shared hardware was upgraded. The additional equipment and computer software has enabled the Branch to keep pace with the increase demand for network resources.

Benefits and Records Administration Branch

This Branch is responsible for administration of central employee benefit and insurance programs in accordance with the various collective agreements and personnel policies. Programs include the Ambulance and Hospital Semi-Private plan, Dental plan, Long Term Disability plan, and reporting of pensionable service, seniority service, and long service recognition. The Branch also codes claims for the recovery of workers' compensation costs and collects financial information for unemployment insurance, the Canada Pension plan, and the Civil Service Superannuation plan.

In addition, the Branch develops and administers procedures for managing personnel records including central employee files and requests for information under the Freedom of Information Act.

Formerly called Personnel Records and Systems, the Branch was renamed to Benefits and Records Administration in November of 1988. Responsibility for the administration of competition records and operational support for the government personnel system (M.E.I.S.), Student Temporary Employment Program, and office automation program was transferred to the Personnel Information Management Branch.

Benefits Administration

During 1988/89 improvements were made to a number of employee benefits including the Long Term Disability (LTD) plan, Ambulance & Hospital Semi-Private (AHSP) plan, and Dental plan.

Branch staff developed administrative procedures to monitor and recover LTD benefit overpayments to government employees who received disability benefits from other plans. In addition, staff identified new reporting requirements for the LTD information system. Plans for incorporating these and other system changes are proposed for 1989/90.

The Ambulance & Hospital Semi-Private plan was implemented effective January 1, 1989, as stated in the 1987-90 Government Employees' Master Agreement.

The Branch worked closely with Commission staff, various government departments, and Manitoba Blue Cross in the development and implementation of an automated system that determines plan eligibility, calculates the employer portion of AHSP premiums, and produces a number of administrative reports.

The existing Dental plan was enhanced as part of the AHSP system. Reports showing current Dental and AHSP eligibility and coverage were developed for departments.

Plans for incorporating an audit facility for Dental claims and AHSP premiums are proposed for 1989/90.

Records Management

During 1988/89 the Branch provided direction to department branches for the completion of records schedules in support of Freedom of Information Legislation. All schedules for the department are expected to be completed in 1989/90. Records of all FOI requests for the department are maintained by the Branch.

In addition, procedures for the Applicant Inventory System (AIS) and Student Temporary Employment Program (STEP) were developed by the Branch.

Management Support Services Branch

This Branch is responsible for providing a comprehensive and professional level of internal support services (including financial, personnel management, management practices and general administration) common to and required by all Branches of the Civil Service Commission. The Branch director participates as a member of the Civil Service Commission's executive committee.

In the summer of 1988 administration of the mandatory medical referral program was transferred to the personnel services Branch in accordance with the 1987 department reorganization.

The financial, personnel, administrative and management services functions provide support services to Civil Service Commission management in the area of the estimates processes, expenditure control, financial reporting systems, personnel administration and other administrative support services. Support and advice is provided to the executive committee as well as coordination and consultative services to Civil Service Commission management and staff. Consultative services on a special project basis, both internally and externally, are also carried out.

During 1988/89 the third phase of a charge-back system to departments for workers' compensation costs was completed and a review of employee benefit costs associated with Crown agencies was carried out. Plans for 1989/90 include implementation of further cost recoveries for workers' compensation and a departmental policy and procedures manual.

Civil Service Commission

Expenditure Summary by Appropriation

Year Ended March 31, 1989

Appropriation No.	Service	Actual ($)	(1988-1989) Estimate ($)	Variance ($)
17-1	Civil Service Commission	4,387.8	4,613.7	(225.9)
17-2	Civil Service Benefit Plans	46,210.6	48,657.8	(2,447.2)
17-3	Levy-Health and Post Secondary Education	13,055.4	13,133.2	(77.8)
	Total Expenditure	**63,653.8**	**66,404.7**	**(2,750.9)**

Note: *Figures expressed in thousands.*

1. Surplus in 17-2, Civil Service Benefit Plans, occurred from:

The decrease in the unemployment insurance premium rates from 2.35% in January 1988 to 1.95% in January, 1989;
Employer's share of pension benefits were lower than anticipated.

Employment Statistics

Total Number of Civil Service Employees
at Fiscal Year End

Department	March 1987	March 1988	March 1989
Agriculture	538	545	532
Attorney General	983	1,028	1,077
• Correctional Institutions			916
Business Development and Tourism	109	113	—
Civil Service Commission	90	98	115
Community Services			
• Non-institutional	593	599	638
• Manitoba Developmental Centre	659	636	634
• Correctional Institutions	799	823	—
Coop., Consumer & Corp. Affairs	105	108	141
Cooperative Development	38	42	—
Crown Investments	6	5	—
Culture, Heritage & Recreation	442	469	421
Education			
• Non-institutional	706	723	738
• Community Colleges	1,006	1,062	1,017
Empl. Services & Economic Security	629	635	616
Energy & Mines	207	199	185
Env., Workplace Safety & Health	270	282	275
Executive Council	49	48	43
Finance	394	405	408
Government Services	1,237	1,265	1,238
Health			
• Non-institutional	1,707	1,839	1,855
• Mental Health Care	1,065	1,079	1,023
Highways and Transportation	1,152	1,164	1,177
Housing	240	255	240
Industry, Trade & Tourism	145	144	193
Labour	227	230	221
Legislation	103	105	113
Municipal Affairs	285	277	270
Natural Resources	1,061	1,070	1,053
Northern Affairs	110	120	112
Urban Affairs	22	24	18
TOTAL	**14,977**	**15,392**	**15,269**

NOTE: These figures include all shift and hourly civil servants and term employees paid on a regular basis. Does not include departmental (time certificate or casual), contract and sessional.

Contract Employment	53	49	44
Other Employees*	2,773	2,959	2,779
GRAND TOTAL	**17,803**	**18,400**	**18,092**

* Comparative employment for the other employees paid on a time-worked basis.
This includes departmental, casual, sessional and as, if, when employees.

Comparative Employment For All Employees At Fiscal Year End

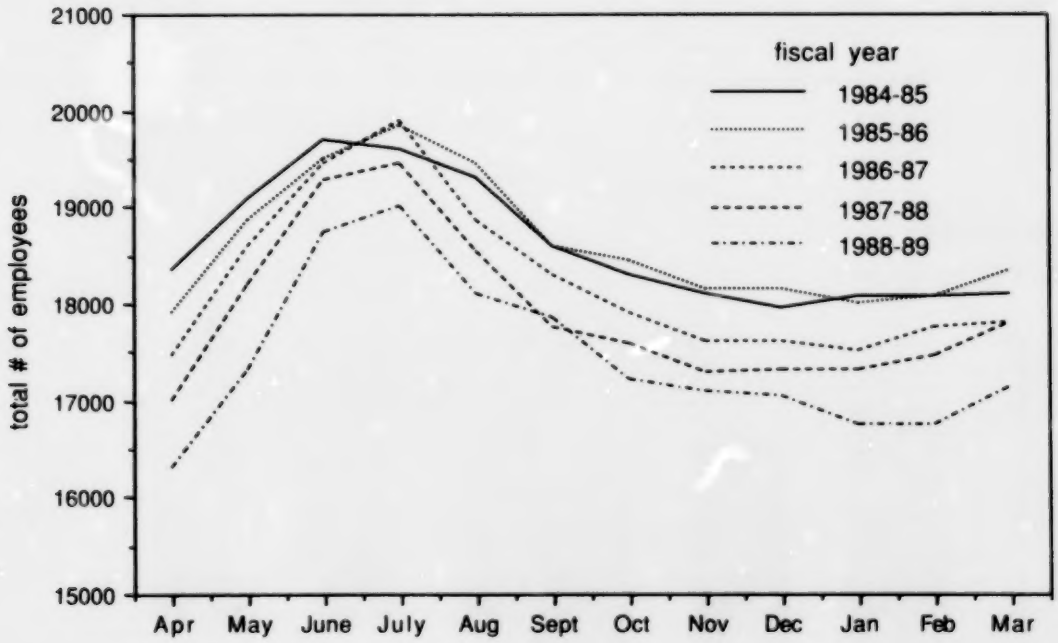
Department	March 1987	March 1988	March 1989	Notes
Agriculture	604	652	633	1
Attorney General	1,048	1,131	1,141	
• Correctional Institutions			1,183	2
Business Development and Tourism	111	115	—	3
Civil Service Commission	97	98	116	4
Community Services				
• Non-institutional	689	708	740	5
• Manitoba Developmental Centre	697	671	683	
• Correctional Institutions	1,044	1,099	—	2
Coop., Consumer & Corp. Affairs	105	109	142	6
Cooperative Development	38	42	—	6
Crown Investments	7	6	—	7
Culture, Heritage & Recreation	452	473	422	8
Education				
• Non-institutional	919	842	829	
• Community Colleges	1,122	1,338	1,233	9
Empl. Services & Economic Security	708	701	681	
Energy & Mines	209	201	185	
Env., Workplace Safety & Health	280	293	279	
Executive Council	49	48	44	
Finance	406	422	413	
Government Services	1,273	1,322	1,299	
Health				
• Non-institutional	1,806	1,926	1,927	
• Mental Health Care	1,165	1,208	1,142	10
Highways and Transportation	2,355	2,331	2,334	
Housing	247	257	241	
Industry, Trade & Tourism	148	145	196	3
Labour	227	230	221	
Legislation	135	145	154	
Municipal Affairs	286	278	271	
Natural Resources	1,444	1,465	1,451	
Northern Affairs	110	120	113	
Urban Affairs	22	24	18	
TOTAL	**17,803**	**18,400**	**18,092**	

NOTES:

1. The decrease in employment reflects reductions in communication and telecommunication positions.
2. The Corrections Division was transferred from the Department of Community Services to the Attorney General's. The Division also experienced an increase in employment in the Adult Correctional Institutions, and the establishment of the Justice Inquiry Program.
3. The Department of Business Development and Tourism amalgamated with Industry, Trade and Technology and was renamed as the Department of Industry, Trade and Tourism.
4. The increase in employment in the Civil Service Commission reflects the transfer of employees redeployed as a result of workforce adjustment.
5. The increase in employment is due to increased program support for Regional Operations and Research and Planning.
6. The Department of Cooperative Development amalgamated with Consumer and Corporate Affairs and was renamed as the Department of Cooperative, Consumer and Corporate Affairs.

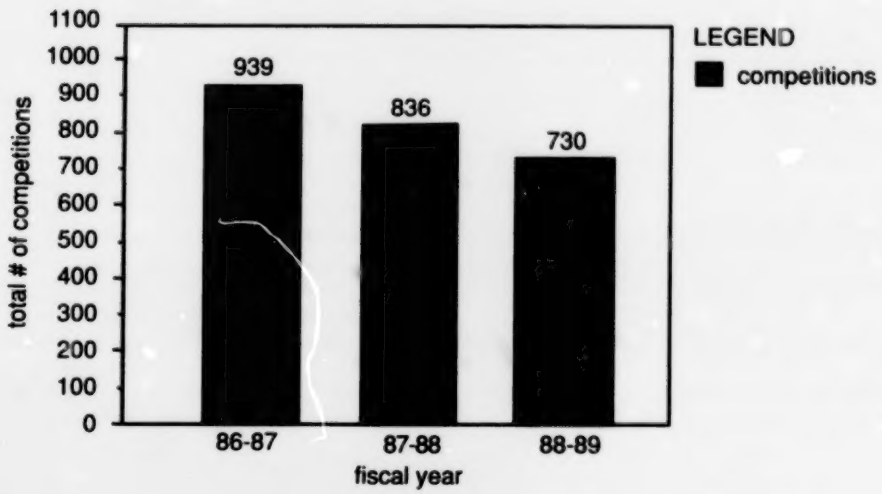
7. The Department of Crown Investments was disestablished.
8. The decrease in employment reflects the decreased support requirement for statutory publications and communication services.
9. The Department of Education experienced an increase in temporary employment within the Community Colleges to support the Market-Driven Training Program.
10. The decrease in employment in the Mental Health Institutions was due to the transfer of patients and staff from Brandon Mental Health Centre to the Rideau Park Personal Care Home during the 88/89 fiscal year.

Province of Manitoba
Monthly employment - all categories



Competitions by Department	1986-1987	1987-1988	1988-1989
Agriculture	36	37	18
Attorney-General	69	67	119
Business Development and Tourism	6	11	—
Civil Service Commission	17	15	11
Community Services	90	67	83
Coop., Consumer and Corporate Affairs	7	5	7
Co-operative Development	3	4	—
Culture, Heritage & Recreation	38	48	20
Education	91	86	66
Employment Services & Economic Security	23	18	16
Energy & Mines	21	13	4
Env. and Workplace Safety & Health	13	26	40
Executive Council	4	4	4
Finance	43	33	15
Government Services	96	62	40
Health	185	141	100
Highways & Transportation	72	80	99
Housing	22	21	14
Industry, Trade & Tourism	8	8	7
Labour	24	17	17
Legislation	11	17	5
Municipal Affairs	12	7	17
Natural Resources	35	34	24
Northern Affairs	12	12	4
Urban Affairs	10	3	—
TOTAL	**939**	**836**	**730**

Competitions: Comparative totals



Applicants By Category

- **Total Number of Applicants**

Male	Female	In-Service	Out-Service
10,166	9,095	6,326	12,935

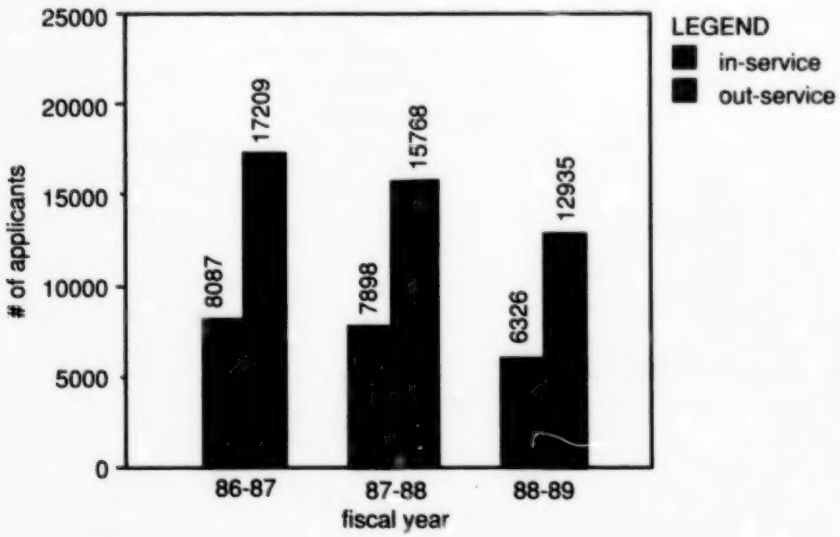
- **Total Number of Applicants Interviewed**

Male	Female	In-Service	Out-Service
2,290	2,380	2,577	2,093

- **Total Number of Applicants Appointed**

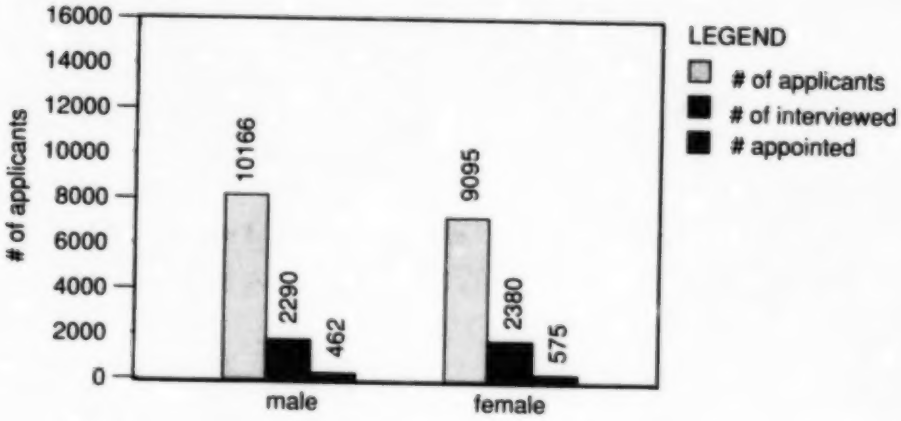
Male	Female	In-Service	Out-Service
462	575	600	437

Competitions:
Comparative applicant totals



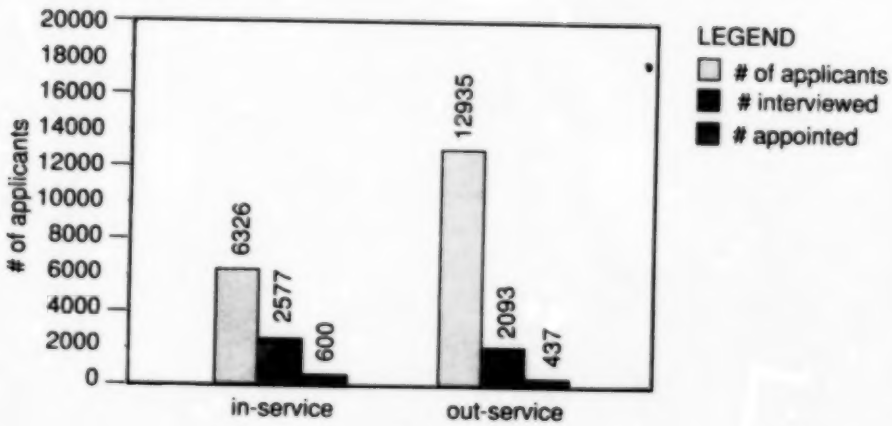
Applicants by category

for the 1988 - 1989 fiscal year
male/female



Applicants by category

for the 1988 - 1989 fiscal year
in-service/out-service



Average applicants per competition